



HFA Staffing, Operating, and Financial Management



Staffing Patterns, Outsourcing, Innovations in Management

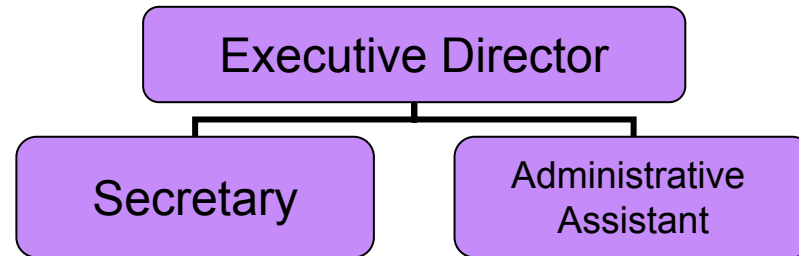
HFA of Miami-Dade County
Patricia Braynon, Director
July 11, 2003 – Key West, Florida



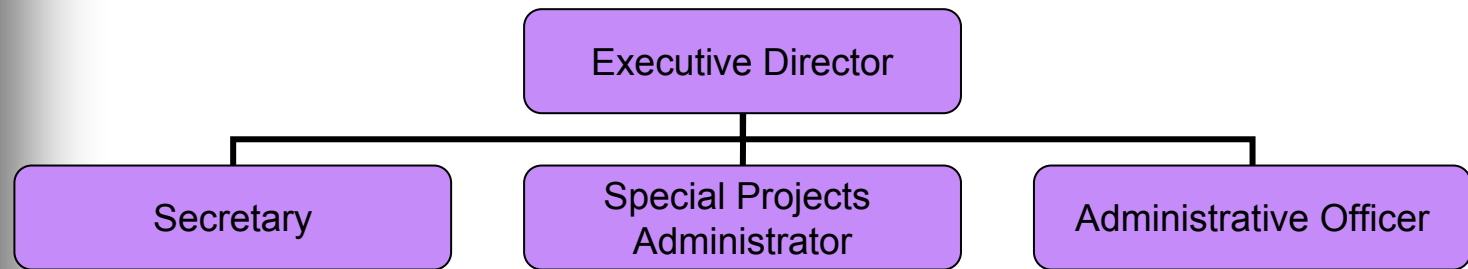
History

- Created in 1978
- First Bond Transaction 1980
- Originally operated out of the County's Finance Department
- Finance Staff provided HFA Board support
- First Executive Director Hired 1984

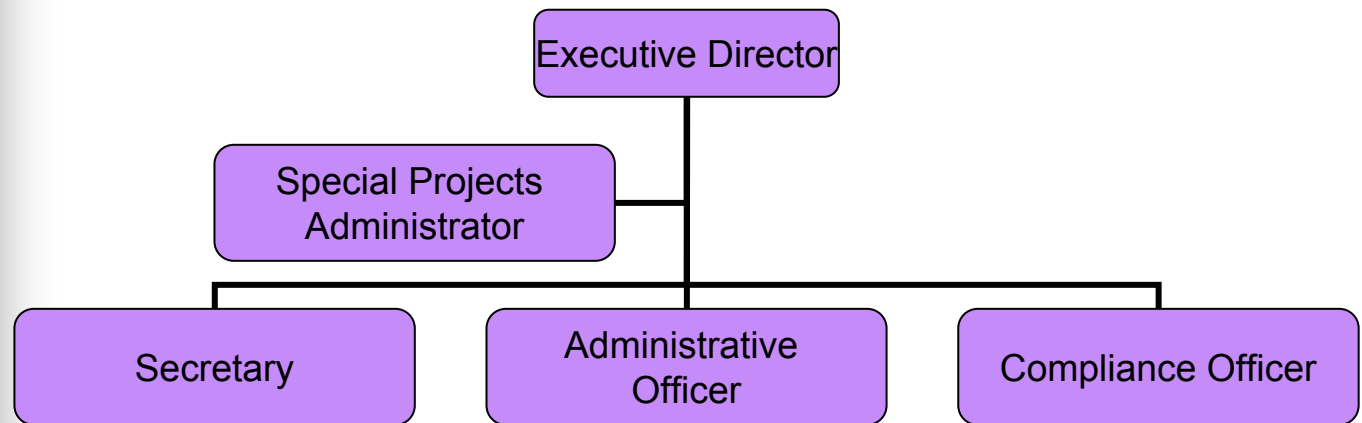
HFA Staffing Patterns Years 1 to 5



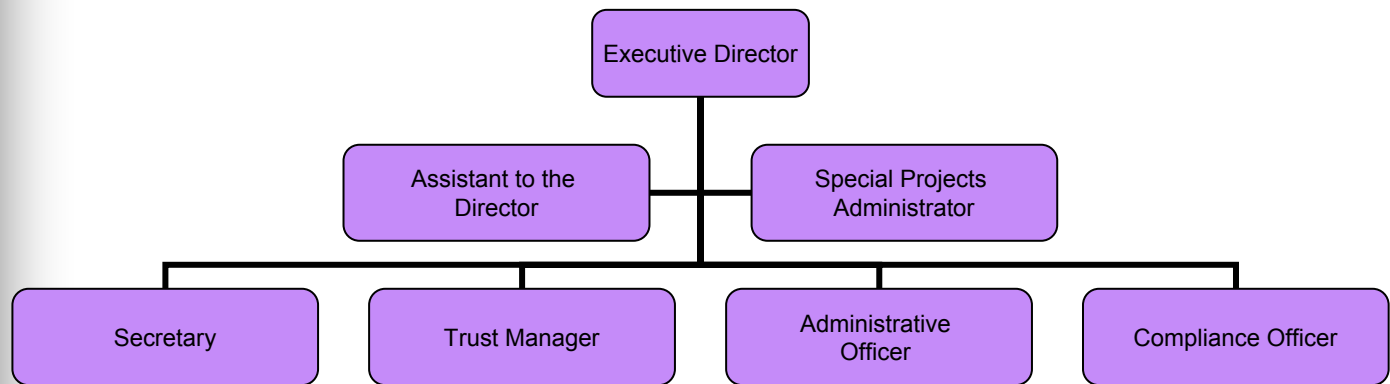
Staffing Patterns Years 5 to 10



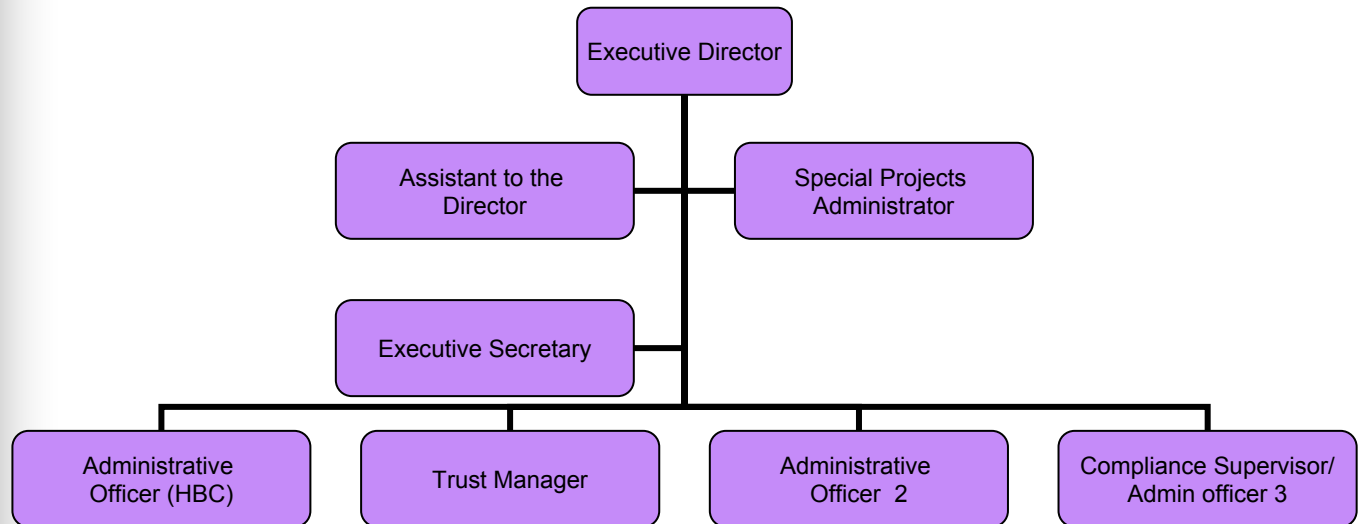
Staffing Patterns Years 11 to 15



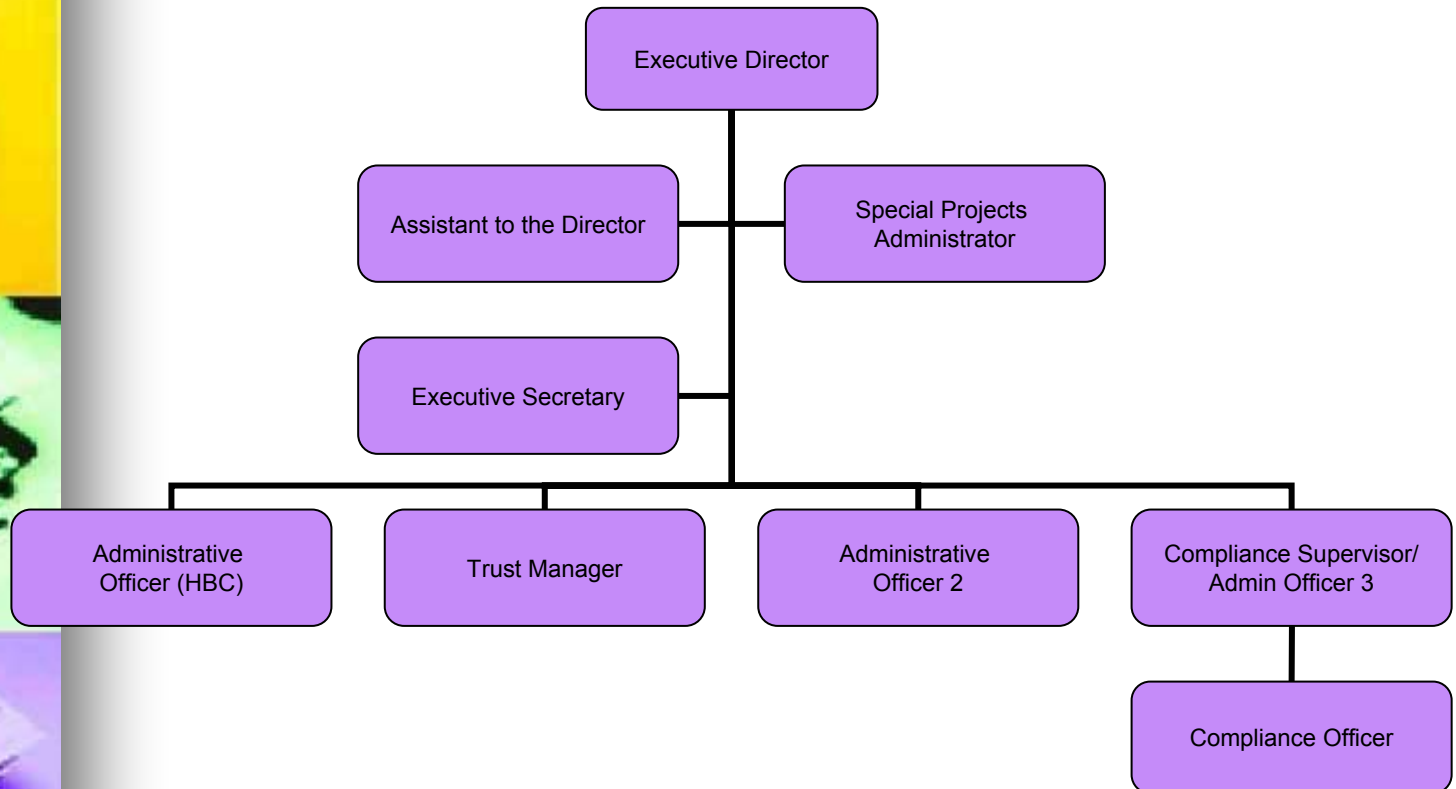
Staffing Patterns Years 15 to 20



Staffing Patterns Years 20 to 25



Staffing Patterns Year 25 to Present





Outsourcing

■ Bond Issues

- Trustee(s)
- Financial Advisors
- Bond Counsel
- Issuers Counsel

■ Loan Origination

- Lenders
- Master Servicer



Outsourcing

- Multifamily Compliance Auditing
- Court Reporting Services
- Computer Services



Management Innovations

- Single-Family Bond Issues
 - Deep Subsidy Loan program
 - HOME Second Loan program

- Multifamily Bond Issues
 - ADRAC



Management Innovations

- Miami-Dade Affordable Housing Foundation, Inc
 - CDFI/EDF
 - Homebuyer Clubs